



September 9, 2002

One year ago, our city, the nation and the world were shocked and saddened by the events of September 11th. The impact of that terrible day and the biological attacks that followed continues to be felt. Across the country and here at home, we recognized the importance of a coordinated emergency operating system capable of responding quickly and effectively not only to natural disasters but also to terrorist attacks.

During the past twelve months, the City of San Antonio, Bexar County and the District Attorney's office have led the effort to create a single response system, increase available resources, enhance communication among partners and with the public, and support law enforcement activities. Earlier this year, CNN named San Antonio the second-best prepared city, following only New York City itself. This Progress Report provides an update on the strategies that earned us that distinction, and a status report on the achievement of goals laid out in the "Anti-Terrorism Plan for Bexar County—San Antonio, Texas" issued last December.

The cornerstones of our approach are cooperation and collaboration. Partners such as the Greater San Antonio Hospital Council, Region 20, and the United States military have been integral to the many training exercises, educational programs, facility improvements and investigative efforts. Initiatives such as the Regional Emergency Medical Preparedness Steering Committee have proved to be models for other areas in the United States. Our community has truly come together to address the challenges of emergency response and operations.

As elected officials, it is our responsibility to protect and serve the citizens of San Antonio and Bexar County. Since last September, we have focused on making our community stronger and our citizens safer. We are proud of the accomplishments detailed in this Progress Report and are committed to continuing this most important work.

Edward D. Garza
Mayor
City of San Antonio

Susan D. Reed
District Attorney
County of Bexar

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County of Bexar

ANTI-TERRORISM PLAN FOR BEXAR COUNTY – SAN ANTONIO DECEMBER, 2001

MISSION STATEMENT

To provide within Bexar County and the City of San Antonio a seamless, comprehensive, coordinated emergency operating system, capable of responding to all natural disasters or attacks by chemical, biological or nuclear systems, or by any other terrorist actions.

GOALS

1. To create a combined partnership between the City of San Antonio, Bexar County, and the incorporated cities within Bexar County to achieve a single, coordinated emergency management operation;
2. To provide for this partnership to be an ongoing Emergency Management Office;
3. To provide a new expanded site for the combined City-County Emergency Operations Center in a secure environment;
4. To create a redundant backup system to the combined City-County Operations Center;
5. To enhance communications between front-line responders and make possible rapid emergency notification to citizens;
6. To build on existing partnerships within the community to provide more efficient and comprehensive response to disasters;
7. To provide for emergency response equipment, training and exercises; and
8. To provide law enforcement the necessary tools and manpower to effectively uncover, assess and investigate terrorist activity.

PROGRESS REPORT SEPTEMBER, 2002

EXECUTIVE SUMMARY

The first response to the tragic events of September 11, 2001, was to assess any immediate threats and to offer assistance to those areas that were directly affected by the attacks. Very soon after these initial efforts, however, elected officials, public health leaders, local government staff and emergency personnel began meeting to develop strategies to ensure that the San Antonio-Bexar County area was adequately prepared to address all natural or man-made disasters. Working together, they analyzed the current system, reviewed future needs and developed goals and recommendations to form an anti-terrorism plan.

The “Anti-Terrorism Plan for Bexar County – San Antonio” was submitted to the Office of Homeland Security in Washington, D.C., and to Governor Rick Perry in December, 2001. During the subsequent nine months, the plan--one of the first in the state--has guided the activities of the local partners. The City of San Antonio, Bexar County, the District Attorney’s Office, and the medical community (represented by the Greater San Antonio Hospital Council--GSAHC) crafted a set of eight goals that represented a coordinated, flexible and fully-resourced emergency operating system. Given the possibility that funding would be made available for local governments to implement homeland security initiatives, rough funding estimates were provided in a set of 11 annexes.

A local delegation presented the Bexar County – San Antonio plan to the Governor’s Task Force on Terrorism on January 31, 2002. Also in January, a CNN panel of experts evaluated American cities in four categories: Transportation, Hospital/Medical, Federal Preparedness and Emergency Funding. Ranking second in the U.S., behind only New York City itself, San Antonio was found to be “well prepared.” Implementation of the plan has proceeded since the CNN study, further increasing capacity. While planning continues on many of the long-term goals, such as the construction of new facilities, San Antonio and Bexar County are significantly better positioned to respond to a major disaster than one year ago. Due to these accomplishments, Mayor Garza was asked to serve on the National League of Cities Working Group on Homeland Security, attending briefings in New York and Washington D.C. He was also invited to speak on Capitol Hill in Washington D.C. on behalf of the American Hospital Association.

Within their own organizations, each partner has been able to strengthen and streamline the emergency response and operations system. For example, the City, the County, University Health Systems and members of the GSAHC all refined monitoring and security procedures at their facilities. Evacuation and disaster plans were reviewed and revised, with appropriate staff training. Stockpiles of critical pharmaceuticals, including Ciprofloxacin, were increased, and special response kits containing equipment such decontamination supplies were constructed.

Working collaboratively, improved coordination and additional resources have greatly increased capacity. A tour of the improvements at the Emergency Operations Center or the new laboratory facilities at the Metropolitan Health District (Metro Health) shows the progress that has been made. These accomplishments and many others are highlighted below; a more comprehensive list, in the form of individual reports from partners, follows this Executive Summary.

GOAL 1: COORDINATED EMERGENCY MANAGEMENT OPERATION AND GOAL 2: ONGOING EMERGENCY MANAGEMENT OFFICE

- The City-County Emergency Operations Center (EOC) facility was established with a full-time Emergency Management Coordinator. Beginning on January 1, 2002, the EOC is now staffed 24 hours a day, seven days a week; five new positions were added.
- The EOC was activated during the July, 2002 floods.
- A Medical Operations Center (MOC) was developed and incorporated into the EOC. The MOC is composed of at least one representative from each area hospital and serves as a central point of command during a disaster.
- The EOC has been reconfigured and communication and medical equipment and supplies have been added, with funding from TEEX and the Department of Health and Human Services.

GOAL 3: NEW EXPANDED EOC SITE AND GOAL 4: EOC BACK-UP

- Grant proposal prepared to fund Virtual Emergency\Event Management System (VEEMS), providing web-based incident management with multiple jurisdiction access.

GOAL 5: ENHANCED COMMUNICATION

- Emergency Alert System adopted by City Council.
- City and County are planning for a reverse 911 system that can be programmed to notify residents automatically via telephone in an emergency situation; reverse 911 is part of larger VEEMS.
- Two additional full time positions were added to the City's 311 call center.
- Training brochure and speakers bureau addressing emergency response protocols ("shelter in place") for schools and day care centers are created.
- Region 20 staff are included in EOC, and Region 20 Education Service Center is providing in-kind support for educating school administration on emergency response.
- The City of San Antonio sponsored a live Town Hall meeting to communicate emergency preparedness information to the citizens.

GOAL 6: COMPREHENSIVE RESPONSE

- EOC and City of San Antonio developed partnerships with Volunteer Organizations Active in Disasters (VOAD) and SCEMA (South Central Emergency Management Association).
- GSAHC members develop mutual aid relationships between hospitals and nearby schools, businesses and nursing homes to maximize utilization of resources during emergencies.
- Alamo Area Council of Governments (AACOG) created First Responder Preparedness Committee to help local governmental entities develop a regional strategy to access funding.
- AACOG is developing model mutual aid agreements and regional standards for equipment and emergency responder training.
- AACOG obtained \$150,000 Pre-Disaster Mitigation Grant.

GOAL 7: EQUIPMENT AND TRAINING

- Bexar County trained and equipped Weapons of Mass Destruction (WMD) Response Teams; almost \$600,000 in equipment is pre-positioned in each of the four quadrants of the County, as a result of funding from Department of Justice grants.
- \$1,800,000 for new equipment, staff and training at Metro Health.
- Metropolitan Health District received a grant for \$513,000 to upgrade laboratory, now has capacity to analyze samples for biological hazards such as anthrax within hours.
- Hospital Emergency Incident Command System (HEICS) implemented; University Health System (UHS) and University of Texas Health Science Center held command training sessions.
- GSAHC and the Bexar County Medical Society develop the Hospital Mutual Aid System to address the loan of personnel, pharmaceuticals, supplies and equipment, as well as the transfer of patients during hospital evacuations.
- English and Spanish versions of fact sheets for Anthrax, Botulism, Plague and Smallpox were prepared and distributed by UHS.
- UHS revamped staff training and evaluation process to include “Code Orange” WMD response procedures and drills; recognized as statewide model by Texas Department of Health.
- Local leaders attend Army Medical Department Center and School “Pale Horse” bio-terrorism symposium and table top exercise to promote interaction between health professionals, emergency managers and policy makers. Participants in the five-day event at Ft. Sam Houston rehearsed response to covert terrorist attack that results in public health emergency.
- Bexar County hosted public officials from suburban cities and surrounding counties for Emergency Management Conference.
- Airport Disaster Drill, Anthrax Terrorist Attack Exercise, Ft. Sam Houston Mass Casualties Exercise, 6th Civil Support Team Chem/Bio/Rad Exercises, and “Dark Screen” Cyber-Terrorism Exercise offer additional training and drills.

GOAL 8: RESOURCES FOR LAW ENFORCEMENT

- District Attorney has a full-time investigator to serve as a liaison with the FBI and to follow up on alleged terrorism incidents.
- Local Law Enforcement Block Grant (LLBEG) funding used to cover costs of position for first year.
- Bexar County refocused their share of LLBEG on anti-terrorism measures, including bomb dogs and handlers and anti-terrorism investigators.

CITY OF SAN ANTONIO

Presentation to Governor's Task Force on Terrorism, January 31st, 2002.

- To provide within Bexar County and the City of San Antonio a seamless, comprehensive, coordinated emergency operating system, capable of responding to all natural disasters or attacks by chemical, biological, or nuclear agents, or by any other terrorist actions.
- Total Requested \$66,288,356

Emergency Operations Center

- Full time Emergency Management Coordinator
- City EOC staffed 24/7 as of 1-1-02
- Joint City/County EOC activation during Flood of 2002
- Operational MOC Concept.
- Remodeling to accommodate new staffing, liaisons
- Enhanced communication equipment
- To date, approved for \$262,000 (TEEX) for WMD Response Equipment.
- \$50,000 DHHS Pharmaceutical Replacement grant.
- Bexar County, WMD Equipment, \$270,000

Special Needs Group Coordination Expanded

- Expanded VOAD involvement
- Corporation for National & Community Service CERT grant \$259,378.28
- (Not awarded)
- Pre-Disaster Mitigation Grant. Storm water & Emergency Management informational newsletter. (\$10,000)

Terrorist Investigation

- Full-time investigator for DA. Liaison with FBI follows up on alleged terrorism incidents
- FBI & JTF coordination with WMD Liaison
- Local Law Enforcement Block Grant Funding covered this position for 1 year. Asked to include in this years budget.

Reverse 911 System & Virtual Emergency\Event Management System (VEEMS)

- EAS Adopted by City Council
- Convened planning group for Reverse 911
- Some jurisdictions funded; investigating partnership with providers
 - Multiple jurisdiction access
 - Multiple incident capability
 - Call-back notification system
 - Web-based incident management
 - Mapping and plumbing software

Metropolitan Health Department/Public Health

- Received \$513, 000 for lab improvements and staff
- Received \$1.8 million for equipment and materials
 - Lab upgrades
 - Technological/communications
 - Pharmaceuticals
 - Personal Protective Equipment
 - Training
 - Staff positions
- Mental Health role expanded

San Antonio Fire Department, HAZMAT Training

- Security of equipment and vehicles (SAFD)
- Increased Mass Decontamination training (SAFD)
- SAFD scenario based training with SAPD
- WMD-Terrorism Exercise training
- WMD-Joint training with FEMA
- Terrorism event training with local EM and Federal Agencies
- Inner departmental response training
- Developed and trained EMS personnel in terrorism response.
- Provided training regarding procedural changes to all City staff responsible for mail operations and purchased supplies to improve security

Hospitals

- EMS system concept/NDMS
- Medical Operations Center established (MOC)
- EOC Coordination with MOC
- Two HEICS training programs this year.
- Future grants to be awarded through HRSA

Region 20 Education Services Center coordination

- Private non-profit participation expanded
- In kind match of time and materials
- Planning committees established to address identified topics

Research and Development

- Partners: City of San Antonio, Bexar County, Office of Applied Solutions, Texas Engineering Experiment Station (TEEX), University of Texas San Antonio Center for Infrastructure and Assurance, Air Intelligence Agency at Lackland Air Force Base
- Funding from outside sources

First Responder Preparedness Committee, AACOG

- Purpose: To provide assistance to governmental entities in formulating a regional strategy to access funding to address any disaster.
- Pre-Disaster Mitigation Grant \$150,000, in collaboration with AACOG and other partners.

Private Sector Development

- Enhancement of biotech, technology support and education
- Effort will be coordinated through San Antonio Institutional and Military Partners Accelerating the Commercialization of Technologies for Security (SA IMPACTS), as well as over 200 other participants
- Funding from outside sources

LEPC Expansion and Coordination

- AMEDDEX “Pale Horse” exercise (Aug 2002)
- Ft. Sam Houston Mass Casualties Exercise (March 2002)

COSA Enhanced Security

- New initiatives, activities and plans involve more than 20 COSA departments.
- SAPD conducted building inspections for COSA downtown complex.
- SAPD 24/7 monitoring of City Hall.
- Security guard coverage increased in Municipal Plaza and at City Hall.
- Continued use of city identification badge system.
- Installed access control at SAPD Headquarters and ITSD; included cameras and access control in one-stop construction project.
- Increased security at Tower of Americas.
- Convention facilities added three new Security Guard Locations, at entrances to loading docks.
- Convention Facilities developed procedures for recording driver and vehicle information on vehicles entering loading docks.
- Acquired computerized connection with the TDH Health Alert Network to send and receive notice of major public health threats or untoward events, providing a reliable means of rapid communication and coordination among public health entities throughout the State.
- New policy/procedures developed for EMS response to terrorist events.
- Educated employees on suspicious packages, building access control, and evacuations, as well as suspicious persons procedures.

COSA Parking

- Access limited to several city facility parking lots
- Random vehicle inspections conducted.
- Removable bollards installed at various City facilities.

COSA Mail Handling

- COSA Departments participated in post 9/11 mail handling training conducted by SAFD.
- Increased screening of all incoming mail.

COSA Public Safety Training

- SAFD provided fire extinguisher training for the SA Public Library (492 library employees).
- SAFD conducted / participated in fire evacuation training for 15 buildings through out San Antonio.

COSA New Personnel

- Mayor's initiative to provide emergency preparedness information to community and expand Emergency Operations Center to 24/7.
- 311 Call Center – Two FT positions added.
- Expansion of Emergency Operations Center to 24/7- Five positions added (2 FT/3PT).
- DCI appointed Emergency Management Coordinator
- Public Works hired a security manager to evaluate security issues and administer security guard contract.

City Public Service

- Communication with law enforcement agencies regarding sensitive sites.
- Ceased tours of facilities.

Exercises, Simulations and Drills

- Increased the number of large-scale exercises and preparedness simulations (SAFD)
- Conduct regular building evacuation and fire drill exercises at 20 library locations.
- External Relations Participated ISD risk management training/drill
- "Pale Horse" Bio-terrorism Exercise
- Upcoming "Dark Screen" Cyber-terrorism Exercise

Conferences

- Convention Facilities. Internet Conference with International Association of Assembly Managers on "Venue Security after September 11".
- Metropolitan Health. Local exercises, conferences and public forums on bio-terrorism and emergency response.
- Metro Health Sent representative to the National Smallpox Response Conference in Atlanta, Ga.
- CPS. Brown Bag Day presentations- "Handling Bomb Threats" and "Handling Suspicious Packages".
- Participated in two (2) Infraguard meetings (Austin and San Antonio).
- CTN live broadcast "Security the System: Scenario Planning".
- Attended APPA security seminar in Kansas City, MO.
- One person attended the AGA security seminar in Washington, D.C.
- DCI participated in annual Texas Emergency Management Training Conference.

New Partnerships

- Convention Facilities formed a Security Task Force with local companies affiliated with Convention Center to produce new Security Procedures.
- Metro Health District: Initiated a Medical Operating Center (MOC) to be adjunctive to the Emergency Operating Center, in collaboration with community partners.
- CPS established a maintenance contract with ADT for security system.
- CPS Secured a contract with outside security consultant.
- DCI established partnerships with two entities:
 - V.O.A.D. (Volunteer Organizations Active in Disasters)
 - S.C.E.M.A. (South Central Emergency Management Association)

Future Needs

- Prepared analysis of future needs—equipment, training and facility upgrades

Alternative Funding

- Daily research into potential grant funding opportunities for emergency first responders and Office of Emergency Management.
- \$50,000 DHHS sustainment grant.
- \$79,000 DEM Emergency Management Preparedness Grant.
- Requesting total of \$120,000 for new FY.

BEXAR COUNTY

Coordinated with over 200 jurisdictions and emergency response organizations to draft the "Anti-Terrorism Plan for Bexar County - San Antonio, Texas." Requested \$66.3 M to strengthen the existing anti-terrorism response capabilities.

Trained and equipped the County's first ever Weapons of Mass Destruction (WMD) Response Teams with state of the art WMD equipment.

- Over 100 emergency responders from all disciplines have volunteered and received HAZMAT/WMD training.
- \$300,000 in Department of Justice funded WMD equipment is now pre-positioned in all 4 quadrants of the County and at the Sheriff's Office, with \$283,653 in additional equipment ordered in 2002, and more is expected in 2003.

Sheriff's Deputies now routinely check powerplants, dams and military installations for terrorist vulnerability or activity.

Merging the City and County Emergency Operations Centers for seamless response to terrorist attacks and all other hazards.

The Fire Marshal/Emergency Management Office Anthrax Response Team made 56 calls in unincorporated Bexar County, County Municipalities, and surrounding counties.

Working with Alamo Area Council of Governments to establish regional mutual aid agreements and emergency responder training and equipment standards.

Participated in the Anthrax Terrorist Attack Exercise (12/18/01), and Pale Horse Bio-Terrorism Exercise (8/26-30/2002).

Planning the upcoming 6th Civil Support Team Chem/Bio/Rad Exercises (9/5-7/02) and Dark Screen Cyber-terrorism Exercise (9/13/02).

Brought together Public Officials from Bexar County Cities and surrounding Counties for conferences on Emergency Management.

Fire Marshal/Emergency Management Office developed Emergency Response Plans for all key County buildings.

The Sheriff's Office and Fire Marshal/Emergency Management Office conducted classes for

County employees on Anthrax, mail handling, bomb threats, and terrorism.

Organized and presented Community Meetings on Terrorism and Preparedness, in all four County precincts and three other locations.

- Covered local Anti-terrorism programs and plans and what citizens can do to prepare for and recover from a terrorist attack.

Redirected and refocused Bexar County's share of the 2001 Local Law Enforcement Block Grant (LLEBG) funds towards Anti-Terrorism measures, including Communications, Bomb Dogs and Handlers, and Anti-terrorism investigators.

GREATER SAN ANTONIO HOSPITAL COUNCIL

The following accomplishments since September 11, 2001, are identified as the Greater San Antonio Hospital Council coordinated with the many high quality community resources to work toward the goal of a safer community and region:

1. The first of a series of real-time communication/coordination processes is initiated among local and regional health care providers on 9-11-01 to coordinate disaster plans and information sharing.
2. Coordination with the city and county to submit one of the nation's first Anti-Terrorism Plans specific for our community is completed forwarded to the Director of Homeland Defense, identifying plans and a needs assessment to accomplish bioterrorism preparedness.
3. The Joint Emergency Management Committee of the Greater San Antonio Hospital Council and the Bexar County Medical Society initiates priority-level needs assessment discussions.
4. The Regional Emergency Medical Preparedness Steering Committee (REMPSC) is initiated to establish a forum to develop detail contingency and implementation plans to supplement the region's emergency medical management plans. Committee structures are being utilized to impact the areas of:
 - A. Public health coordination
 - B. Health care-related community education
 - C. National Pharmaceutical Stockpile (NPS) implementation
 - D. EMS/Hospital disaster coordination
 - E. Health care workforce issues
 - F. Mental Health issues
 - G. Media coordination
 - F. Legal issues
5. Hospitals throughout region are adopting HEICS (Hospital Emergency Incident Command System) to intensify the development of detailed disaster preparedness plans dealing with bioterrorism preparedness, addressing physical facility and infection control issues, including the hospital's role in coordination with each other and the region and

state agencies.

6. Mutual aid relationships are being expanded between hospitals and nearby schools, businesses, nursing homes, etc. to maximize utilization of resources in cases of emergencies.
7. Coordination between hospitals and the Bexar County Medical Society is resulting in the development of processes to more easily offer practice privileges to physicians and other providers who do not normally practice there, in case of emergencies.
8. Significant hospital staff education and training programs continue to address quality of care services with emphasis on the holistic approach to disaster preparedness issues as the impact of such an event has far-reaching implications in the community.
9. Continual health care-related training exercises are initiated to identify strengths and weaknesses of existing medical plans and address gap analyses to further improve processes.
10. Specific and ongoing dialogue is established with other regions across the nation to identify best practices and to develop strategies to address common needs, especially in the area of surge capacity for hospitals and other health care provider organizations.
11. Coordination is initiated with other private and public regional entities in determining most effective and efficient use of funding for bioterrorism preparedness.
12. Due to our region's recognized level of emergency medical preparedness planning, the nation's Center for Disease Control surveyed our community's health care expertise in conjunction with the Metropolitan Health District to evaluate CDC's own assessment tools, which lead to significant revisions in CDC's process.

UNIVERSITY HEALTH SYSTEM

Since the terrorist incidents of 9/11, the **Safety Department** has solely or jointly implemented the following responses:

- Hospital Emergency Incident Command System (HEICS) - fully implemented through the following efforts:
 1. HEICS Training Conference held at UTHSCSA in February 2002
 2. HEICS position assignments made.
 3. Command and control group training sessions held.
 4. Training was then facilitated for additional employees to assure "3-deep" in each HEICS position.
 5. Job Action Sheets (JAS) pertaining to HEICS were reviewed and tailored to fit UHS operations.
 6. HEICS binders including JAS's and all necessary documentation were assembled to be kept in the UH Board Room for emergency situations.

7. HEICS color-coded vests ordered and received.
 8. Recall rosters updated and incorporated into a color-coded HEICS phone directory.
 9. PBX Operator notification schedules updated.
 10. Disaster alerts successfully tested via an electronic paging system which supplements the PBX audio system.
 11. There has been extensive clarification of multiple roles of individuals not directly affiliated with HEICS.
- Decontamination supplies assessed and inventoried. Additional supplies needed were documented on a list submitted to Planning and Grants.
 - The Emergency Center's Decontamination Plan was reviewed and updated.
 - Medical staff in EC received a Nuclear/Biological/Chemical (NBC) refresher course to aid in treatment of potential victims.
 - JCAHO Emergency Preparedness Management Plan EC.1.6 revised to reflect new JCHAO requirements post 9/11.
 - Including the response to the events of 9/11, UHS participated in two disaster drills:
 1. March 22, 2002 - NDMS Disaster Drill – incorporated an unknown biological exposure scenario.
 2. April 5, 2002 - SA Airport Disaster Drill.
 - Pale Horse Exercise – UHS will collaborate with the Health Department and community to ensure readiness for disasters. This drill will facilitate communications with all responding agencies within the community.
 - Conducted a hazard vulnerability analysis.
 - Developed a new Disaster Plan including standard operating procedures (SOP) for all internal and external disasters and various disaster annexes. The new plan incorporates sections on Partial and Full-Facility Evacuation and will also include procedures for Operating in Isolation.
 - Developed a Biological Annex including Code Orange procedures for response to weapons of mass destruction (WMD).
 - Constructed several Code Orange Response Carts consisting of orange painted carts containing various supplies needed for WMD response and for supporting the needs of the Code Orange Plan. Two carts exist for UH, and the ambulatory sites are currently developing their own specific Code Orange response plans and carts based on instructions from Safety.
 - A Chemical, Biological, Radiological, Explosives (CBRE) Team was formed to facilitate educating staff on the Code Orange procedures and the new disaster plan.
 - The CBRE Team developed 8 system-level WMD competencies and a WMD/Code Orange training manual. The manual explained the 8 new system-level competencies for WMD response and contained supporting information to help clarify the new procedures. The eight competencies include simple response procedures for Isolation/Security, Protection, Identification, Containment, Decontamination, Evacuation, Treatment, and Recovery. These competencies have become part of the annual staff evaluation and merit process.
 - The Safety Department hosted three one-hour WMD competency training sessions for all Departmental Safety Representatives (DSRs). The DSRs then educated all of their coworkers. Power Point presentations and quizzes were developed and used to support the training process. All training materials were displayed on UHS OnLine.
 - The CBRE Team will work towards developing and implementing job-specific core competencies in the near future.

- The CBRE Team will host WMD Training Modules for the week of September 11. The modules will incorporate several drill scenarios and will serve as additional training opportunities for all staff. Staff will have the opportunity to meet and be evaluated for all 8 of the system-level competencies.
- Ron Hilliard, TDH Emergency Preparedness Coordinator for Texas Hospitals stated his desire to use the UHS WMD/Code Orange Training Manual and competencies as a model for other hospitals in the state.
- Quick reference cards (one each for Biologicals, Chemicals, and Radiologicals) were created and distributed to staff to use as basic quick reference sources in response to a range of potential disaster situations.
- The former Emergency Preparedness Committee was restructured to resemble HEICS and to better satisfy the newly broadened JCAHO requirements under EC.1.6. The new committee is called the Emergency Management Committee (EMC).
- Numerous training and education initiatives (live, satellite, audioconference, and pre-recorded) were offered throughout the community. Some agencies that offered education opportunities on a wide range of topics from Anthrax to patient treatment to personal wellness were:
 1. City of San Antonio Office of Emergency Management/Metropolitan Health District
 2. Bexar County Criminal District Attorney's Office of Victim's Assistance
 3. Trauma Care International
 4. Centers for Disease Control and Prevention (CDC)
 5. US Air Force (Lackland AFB)
 6. US Army Medical Command
 7. Brooke Army Medical Center
 8. Wilford Hall Medical Center
 9. Florida Emergency Medicine Foundation
 10. US Army Medical Research Institute of Infectious Diseases
 11. US Army Medical Research Institute of Chemical Defense
 12. Texas Branch of the American Society of Microbiology
 13. Federal Emergency Management Administration (FEMA)
 14. University of Texas Health Science Center San Antonio (UTHSCSA)
 15. National Medical Association
 16. Many, many more
- Internally, UHS sponsored several "mini" educational and interactive opportunities for all staff during lunch in the form of "Brown Bag" Lunch sessions. Members of the UH team and guest speakers from the community were invited to speak at these video-taped sessions; Topics included:
 1. Bioterrorism – clinician's response
 2. Security at UH
 3. HEICS and Personal Preparedness
 4. National Disaster Medical System (NDMS)
 5. The CARE Program
 6. Psychological Terrorism
 7. San Antonio Fire Department and HazMat
- Weekly Infoline articles were produced under the headline "USA On Alert – UHS Responding". Topics included biological and chemical agents and response, disaster planning at work and home, food safety, decontamination, and others. Similar articles ran in the Daily Pulse and People.Com.

- Medical and nursing staff attended a special training for the handling of hazardous materials.
- A list of PPE needed for Protective Service's response to WMD was developed and will be pursued for purchase.
- The San Antonio Hospital Council and Bexar County Medical Society joined forces to form the Emergency Hospital Disaster Group (EHDG) to facilitate cooperation and mutual aid between community hospitals during disaster events. Extensive cooperative efforts have been made through the EHDG.
- An EMS / EHDG Hospital Mutual Aid Memorandum of Understanding was developed to aid hospitals in their emergency management by authorizing the Hospital Mutual Aid System (H-MAS) which will address the loan of medical personnel, pharmaceuticals, supplies, and equipment, or assistance with emergency hospital evacuation, including accepting transferred patients.
- The Medical Operations Centers (MOC) developed out of workings of the EHDG. The MOC is composed of at least one representative from each area hospital and serves as a central point of command for all hospitals during a disaster. The UH HEICS system incorporates the MOC.
- There is continued collaboration between UTHSCSA, the Regional Emergency Preparedness Sub-committee (REMPSC), EHDG and the Hospital Council regarding workforce issues.
- Plans are being considered for mutual aid and a joint decontamination plan between UH and the VA.
- There is a plan to incorporate more "user-friendly" checklists for job actions required for response to disaster situations. Checklists can be used for planning and response purposes, supplies inventory, training and competency requirements, and multiple other purposes.
- There are plans to combine Mental Health, Social Services, and Faith-Based Services into a "Recovery Services Center" during disasters.
- Work is being done to enhance the patient tracking and identification system during disasters.

The **Infection Control Department** has implemented the following responses:

- Attendance to several city-wide round-table training sessions for WMD to prepare for internal training within the hospital (ALAMO ALERT, APIC Local Chapter-Hospitals Response).
- Attended Small Pox Forum.
- Distribution and translation (English & Spanish) of the Fact Sheets for: Anthrax, Botulism, Pneumonic Plague, Smallpox
- Distribution of the CDC/APIC template for Bioterrorism in the UHS Infection Control Manual.

The **Pharmacy Department** implemented the following responses immediately post 9/11:

- Increased security within pharmacy regarding visitors and escorts.
- Reviewed disaster procedures and identified roles or personnel and areas supported.
- Initiated telephone stand-by of additional pharmacists during the first 24-hours post 9/11.
- Took inventory of Doxycycline oral and Ciprofloxacin oral and injectables
 1. Placed additional order for two weeks' extra supply of Ciprofloxacin injection,

Gatifloxacin injection and Doxycycline oral in preparation of potential anthrax outbreak.

- Took inventory of Atropine injection and Pralidoxime injection
 1. Purchased additional two weeks' supply of Atropine
- Aided in creation of a website on the UHS Clinical Intranet with the following information regarding UHS Bioterrorism Resources:
 1. Summary Sheet of Potential Bioterrorism Pathogens
 2. Articles and Website Links for the Treatment of Bioterrorism Patients
 3. Basic Information on Anthrax

The **Communications Department** implemented the following responses immediately post 9/11:

- Established Mailroom procedures to reduce risk of mail contamination and isolate potential problems.
- Educated Mailroom staff on suspicious mail and how to process it.
- Established procedure to discard "junk" type mail to reduce risk of exposure.
- Purchased satellite phone for the EOC to maintain communications outside of UHS.
- Purchased and installed satellite television in the EOC & CEO conference room for national news.
- Installed TV in the EOC for local news.
- Purchased and installed 6 wireless laptops for the EOC.
- Purchased large screens and projectors for the EOC to display information.
- Purchased additional phones for the EOC.
- Upgraded the phones for the EOC to multiline sets.
- Color coded all phones in the EOC to match HEICS Teams.
- In the process of purchasing 40 UHF radios for internal communications.
- In the process of installing an additional HAM Antenna and connection to the EOC.
- Reviewing additional technology for redundant communications.
- Established guidelines for other hospitals for redundant communications.
- Working with the military to use their radio trunking system for all hospitals to communicate with each other.
- Working with the city to utilize their new radio system for all hospitals to communicate with each other.
- Established EOC Phone Directory of all hospitals.

The **Protective Services Department** implemented the following responses immediately post 9/11:

- University Hospital locked down after 2000 hours.
- Continued heightened security status to include enforcement of ID policy, particularly after visiting hours at UH.
- We are reviewing all facilities with security systems to determine what upgrades to the current system may be needed to better secure the facility.
- Continuing evaluation of both physical & manpower security requirements.
- Worked with the Mail Room supervisor to develop and initiate protocols for the handling of all mail into the facility.
- Worked with Safety to develop better response protocols to NBC incidents.
- Developed HEICS system and adapted it to UHS system.

- Participated in several disaster training exercises including biological drills.
- Provided in-service to staff on security awareness, WMD, etc.
- Completed Hazard Analysis plans for UHS facilities.
- Working with Plant Engineering to increase security lighting.
- Purchasing PPE to provide UHS-DPS officers appropriate protection when acting as 1st Responders.
- Meet on a regular basis with other security directors of regional hospitals to discuss emergency preparedness and mutual security concerns.
- Employed consultants to review, evaluate, and make recommendations on the physical security requirements of all facilities, but primarily University Hospital.
- Formed a security management team.
- Ongoing evaluation of training and equipment currently used by UHS-DPS for possible upgrade.